



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION
LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://ceo.lacounty.gov>

June 17, 2008

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The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

COUNTYWIDE GANGS AND VIOLENCE REDUCTION STRATEGY (ALL DISTRICTS AFFECTED) (4 VOTES)

SUBJECT

A recommendation from the Chief Executive Office (CEO) to approve a Public Health Model in the development of the Countywide Gangs and Violence Reduction Strategy and the creation of a multi-jurisdictional committee to implement the provisions of the strategy. Approval of the recommendations will signal the development of a coordinated regional prevention, intervention, and suppression strategy aimed at individuals, families and communities associated with gang involvement and juvenile delinquency.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the development of a countywide "Gangs and Violence Reduction Strategy" proposed in response to your Board's May 8, 2007 motion. The strategy seeks to reduce gangs and violence through a comprehensive Public Health Strategy and enhancement of the County's continuum of care for youth and families based on the following efforts:

- Coordinated and integrated delivery of County resources that maximizes initial County contact with youth and families;
 - Integration and coordination of County and non-County resources to maximize services to youth and families throughout the County;
 - School-centric prevention strategies for families and youth who are not gang involved or affiliated;
 - Specialized intervention strategies for those individuals who exhibit risk factors for hardcore gang membership or are gang affiliated;
 - Reentry and reintegration strategies for ex-offenders returning to the community; and
 - Targeted suppression strategies geared towards the most virulent gangs and offenders.
2. Instruct the CCJCC to form a subcommittee comprised of representation from County departments and non-County agencies to serve as the policy developing body for the Gangs and Violence Reduction Strategy, and name the Deputy Chief Executive Officers of the Public Safety and Children and Families' Well-Being clusters as co-chairs. This multi-jurisdictional body will assist in the further development and design of the strategy and ensure input from communities throughout the County (Attachment 1).
 3. Authorize the CEO to select two communities in Los Angeles County as demonstration sites for needs assessment and implementation of strategies developed by the aforementioned subcommittee, and instruct the CEO to report back to your Board on the progress in three months and provide a strategic plan for assessed communities in six months. The CEO will select two demonstration sites that represent communities that are either highly impacted by gang violence or that have a significant emerging gang violence concern.
 4. Instruct the Auditor-Controller, building on the Gang Funding Report completed by the CCJCC, to perform a comprehensive audit and review all youth and family services with the purpose of itemizing current programs, program funding and source, program function and

goals, and any evaluations conducted and to determine any gaps in services as well as benefits that might be achieved through improved coordination. Further instruct the Auditor-Controller to report back to the CEO and CCJCC subcommittee with its findings within 120 days.

5. Authorize the CEO to enter into contractual agreements for services that include community level assessments of services and service gaps, community and governmental capacities, and technical assistance during and throughout the development of the strategy.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On May 8, 2007, your Board directed the CEO to: work with the CCJCC and key County departments and commissions; identify additional collaborating partners from other municipal, State, and federal jurisdictions and/or agencies; review the findings and recommendations in the Advancement Project Report, the Mayor's Gang Reduction Strategy and the Sheriff's Report; and address the crisis of gang violence in our County through the coordination of services provided by social service, public safety, and juvenile justice agencies.

Furthermore, the CEO was directed to develop a comprehensive implementation plan including review of CCJCC's Final Gang Funding Report to produce a cost analysis to successfully implement the plan, and report back to your Board for final review and approval within 120 days. Based on the complexities involved in developing a long-term sustainable plan, an additional 120 day extension was requested and granted.

The CEO convened a Steering Committee of the following stakeholders: Sheriff Leroy Baca, Los Angeles Police Department Chief William Bratton, Los Angeles County Office of Education Superintendent Darline Robles, Los Angeles Unified School District Superintendent David Brewer, District Attorney Steve Cooley, County Police Chiefs Association Donald Pederson, City of Los Angeles Deputy Mayor Reverend Jeff Carr, and the Advancement Project. This committee was formed to assist the CEO in the development of a vision for the entire county that involves the varying stakeholders and seeks their consensus. To date, the Steering Committee has met several times to outline a vision for a collaborative effort.

After careful critical analysis and review of all three plans, local strategies and the County's current service delivery models, the CEO proposes the formation of a CCJCC subcommittee that will be empowered to develop program specifications and provide leadership and direction related to resource integration of County

and non-County agencies. While doing so, the subcommittee will consider the unique characteristics of communities and draw upon the findings of community assessments in developing specific program elements. The subcommittee will be co-chaired by the Deputy Chief Executive Officers for Public Safety and Children and Families' Well-Beings or their designees. The subcommittee will also be tasked with reviewing the results of the proposed audit and integrating those results into its strategy.

Along with the CEO staff, the subcommittee will manage and coordinate a broad array of information and data with the intent of accomplishing both a data-driven and ground level analysis of community conditions with community members that will foster community trust and support for the initiative. The elements of the assessment include not only mapping of demographic, crime and risk factor data, but also a series of interviews and focus groups with various stakeholders in the community, including: law enforcement, school leadership and community and faith-based organizations. Additionally, both formal and informal community leadership structures will be engaged and reviewed. The planning phase will result in a strategic action plan for each of the demonstration sites, that will guide the implementation of a Gangs and Violence Reduction Strategy.

To determine current resources devoted to the development of youth, families and communities, the Auditor-Controller will be instructed to review and catalogue County services, projects and initiatives whose goals or aims are to achieve reductions in gangs and violence or whose administrative function might directly impact risk factors associated with gangs or delinquency, and to integrate those programs into the gang strategy plan. This process will require a thorough audit of all County departments and entities.

At the conclusion of the planning phase, the CEO will produce an analysis that will evaluate adequacy and possible realignment of existing resources identified as necessary to the implementation process. The CEO will identify any legal ramifications and research potential liability as a result of demonstration site implementation. The analysis will consider the need and practical opportunity for maximizing current County resources and the assessment of missed engagement opportunities by County departments and programs. The analysis will also include the development of statistical and evaluative tools that will be used to measure the outcomes of the programs and to determine how programs might be replicated and sustained. Furthermore, the CEO will identify any funding requirements.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The requested Board actions are consistent with the Countywide Strategic Plan Goal 1: Service Excellence as it provides the public with easy access to quality information and services that are beneficial and responsive; Goal 2: Workforce Excellence as it enhances the quality and productivity of the County workforce; Goal 3: Organizational Effectiveness as it ensures that service delivery systems are efficient, effective, and goal-oriented; Goal 5: Children and Families' Well-Being as it improves the well-being of children and families in Los Angeles County; Goal 6: Community Services as it improves the quality of life for residents of Los Angeles County's unincorporated communities by offering coordinated services responsive to each community's specific needs; and Goal 8: Public Safety as it increases the safety and security of all residents in Los Angeles County through well-coordinated and comprehensive response plans.

FISCAL IMPACT

The CEO has requested one new position in the fiscal year (FY) 2008-09 Budget. The CEO will also seek staffing support (2) from County departments. These positions will provide the staffing infrastructure necessary to implement the proposed elements of the strategy.

To the extent possible, the CEO will utilize existing County resources to gather information and to conduct analysis of demonstration communities. Where County resources or expertise are not available, the CEO will consult with organizations and individuals who have recognized expertise in this area, including local universities and academic institutions, independent policy organizations, gang intervention specialist, and community organizations.

CONCLUSION

The Gangs and Violence Reduction Strategy represents an opportunity for the County to develop several approaches that foster infrastructural and systemic change with potential impacts that go beyond gangs and gang violence. The Public Health model focuses on the ecology of neighborhood violence and attempts to develop strategies that address the major underlying drivers of violence and gang proliferation. At the conclusion of the planning phase and the assessment of community and County service capacity levels, we will have a more complete picture of the desired demonstration site(s) profiles. Throughout this planning phase, emphases will be placed on the development of strategies that are sustainable and replicable.

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We are requesting your approval of the above recommendations, as the entrenched nature of gangs, in certain communities in the County, dictates that our responses consider the entire individual and family environment. Those responses will only be fully realized through a collaborative and effective partnership with municipal agencies, school districts, community and private organizations.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:SRH:RDC
JW:VH:yjf

Attachments

c: Sheriff's Department
Children and Family Services Department
Countywide Criminal Justice Coordination Committee
Fire Department
Mental Health
Probation
Public Health
Public Social Services
Children's Planning Council
County Counsel
Executive Officer/Board of Supervisors

Attachment 1

Gangs and Violence Reduction Strategy Subcommittee Composition

County Departments

1. Community and Senior Services
2. Children and Family Services
3. District Attorney
4. Health Services
5. Mental Health
6. Office of Education
7. Parks and Recreation
8. Probation
9. Public Defender
10. Public Health
11. Public Social Services
12. Sheriff's Department
13. Chief Executive Office – Unincorporated Area Services

County Commissions

14. Children's Planning Council
15. Children and Families Commission
16. Human Relations Commission
17. Education Coordinating Council
18. Countywide Criminal Justice Coordination Committee

Non-County Agencies

19. Advancement Project
20. City of Los Angeles, Human Relations Commission
21. City of Los Angeles, Office of the Mayor
22. City of Los Angeles, Parks and Recreation
23. City of Los Angeles, Police Department
24. Los Angeles County Police Chief's Association
25. Los Angeles Unified School District
26. Independent Cities Association
27. Violence Prevention Coalition of Greater Los Angeles
28. City of Long Beach Youth and Gang Violence Prevention Task Force

State Agencies

29. Los Angeles Superior Court - Juvenile Department
30. Office of Attorney General, Community Relations Service

Community Representatives

- 31.
- 32.
- 33.
- 34.
- 35.